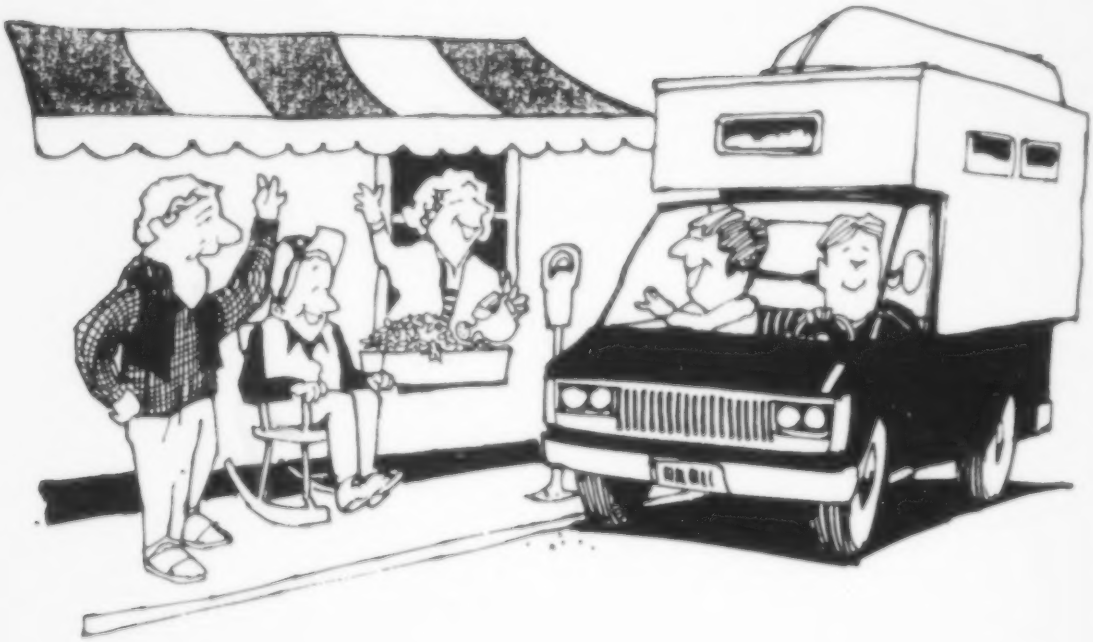
Community Tourism Planning Guide

A Guide for
Community Tourism Planning
in the Yukon



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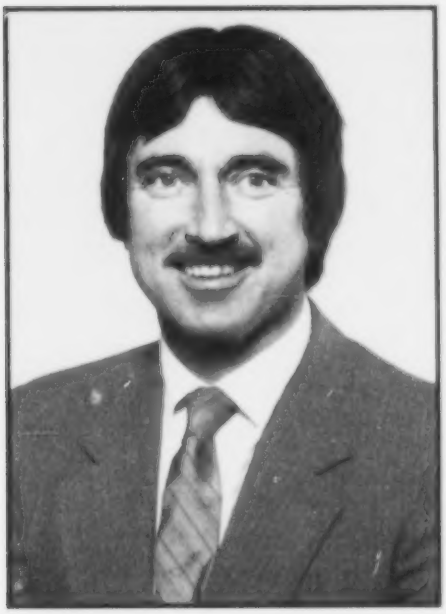

A Message from the Minister

Improved tourism in your community offers real potential for strengthening the local economy. But it begins with your ideas and initiative.

Developing a community tourism plan is the first challenge you will face in improving tourism in your community.

This booklet fulfills an important objective of our Yukon Tourism Action Plan. It provides a step by step "hands on" approach to help your community set up a tourism committee, establish goals and objectives, and create your own local tourism action steps.

Tourism is growing in the Yukon, and Yukon communities can take advantage of the social and economic benefits that tourism brings. These advantages can only be achieved if everyone is able to participate in an organized and coordinated manner.

This publication can help your community get started.

I wish you the best of success in planning for tourism.

Art Webster
Minister of Tourism

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INTRODUCTION

Purpose of This Guide

This guide has been prepared by the Yukon Department of Tourism to help individuals and groups interested in developing tourism in their communities. If you have the enthusiasm and interest, but need help getting started, this guide was prepared for you.

Tourism is one of the world's fastest growing industries. By the year 2000, it could be the largest employer on the North American continent. Of the private sector industries in the Yukon, tourism is second only to mining in its contribution to our economy. Many communities have indicated that they would like to develop and improve tourism in their areas in order take better advantage of the economic benefits that can be derived from tourism. This guide will help you do this through the preparation of a **"Community Tourism Plan."**

Although this guide is aimed at overall "community" tourism planning, the approach and planning steps presented could also apply to planning for a major tourism oriented event.

We have divided this guide into 4 main sections:

The **"Introduction"** will give you some basic tourism information and show how tourism can benefit your community;

The **"Getting Started"** section explains how you can gear up to prepare your plan;

The **"Preparing the Plan"** section guides you, step-by-step, through developing a Community Tourism Plan; and

The **Appendices** contain a sample Community Tourism Plan and plan worksheets to help guide you through the preparation of the plan.

What is Tourism?

Tourism is described as "the business of attracting and servicing the needs and expectations of visitors." Everyone from the typical vacationer to those visiting friends and relatives; business travellers; and even sports teams qualify as tourists.

The tourism industry is made up of many types of business, organizations and activities. It can be broken down into 5 key components:

• Tourism Attractions

Tourism attractions include natural and man-made features in or near a community, that are of interest to tourists. Historic sites, museums, and special or unique natural features, are attractions. Events like anniversaries, festivals or curling bonspiels, are also attractions.

• Tourism Services

Tourism Services include hotels, motels, campgrounds, restaurants, shops, tour operators and guides and other retail businesses that cater to visitor needs.

• Tourism Infrastructure

Tourism Infrastructure refers to structures such as roads, airports, dump stations, parking, signage, water, power and recreation services. Access to a community, and the basic utilities available there will affect a community's ability to attract and hold visitors. If access is poor, and basic services are inadequate tourists will go elsewhere.

• Tourism Hospitality

Tourism Hospitality refers to how tourists are treated, and the ability and enthusiasm of the people who deal with tourists. Hospitality can involve everyone in the community. It often determines whether visitors have an enjoyable experience, whether or not they will return, and what they tell others about their experience.

• Tourism Promotion

Tourism Promotion is how individuals and groups organize to "sell" an area to potential tourists. It includes the tools and

methods used to attract visitors such as; advertising, magazine articles, brochures, maps, signs, information booths and travel guides.

Tourism in the Yukon - Who are the Players?

In the Yukon, tourism is viewed as a partnership between the private sector and various levels of government. The Yukon Government's Department of Tourism (Tourism Yukon) is committed to encouraging, and where possible, creating a "climate" in which tourism can prosper and grow.

In 1988 the Yukon government released the *Yukon Tourism Action Plan*. One of the priorities identified in this plan is to encourage the development and promotion of tourism to benefit more Yukon communities.

Tourism Yukon can help you use this guide to identify your tourism opportunities and plan to take advantage of them.

Your community is part of a larger "tourism region". Tourism Yukon works with other territorial and local agencies and organizations in the preparation of Regional Tourism Plans. Your community tourism efforts will be more effective if they are developed with regional and territorial plans in mind. Tourism Yukon can help you with this coordination.

Your community and/or band as well as other government agencies may have undertaken planning exercises that will be of use in tourism planning. There may be for example: community, economic, and regional land use plans.

There are other groups that can help you with tourism ideas. The Tourism Industry Association of the Yukon (TIAY) is a territory-wide, non-profit organization, which provides marketing expertise and programs, and is a voice to government and the public on behalf of Yukon's tourism industry.

Tourism businesses themselves, owners and operators of businesses in your community and Yukoners in general can be valuable sources of help, information and advice.

There are also regional associations that might assist, or be interested in your community's efforts. There are also groups interested in specific activities that may be of some help. Tourism Yukon can provide you with more information on how to contact these groups.

Tourism - Who Benefits?

Tourism can benefit Yukoners in two ways. First, it can strengthen and stabilize your local economy. Second, all Yukoners can benefit from improved attractions and facilities that result from tourism development.

Economic Benefits

Businesses that serve tourists directly are the most obvious beneficiaries of increased tourism. However, tourist dollars can move quickly through the economy, and support others beside those in primary tourist businesses.

For example when a tourist stays overnight in a community the bill could quite possibly be itemized as follows:

- $50 for a hotel room
- $25 for supper and breakfast
- $15 for gas
- $10 for a gift

for a total of $100

The hotel where he stayed employs	• 5 people
The restaurant where he ate employs	• 3 people
The gas station he filled up at employs	• 2 people
The gift shop where he shopped employs	• 2 people
Total employment	• **12 people**

A good portion of the $100 the tourist spent in the community is paid out in wages, and some is used to buy goods and services in the community. In addition, a portion of the $100 that is kept by business owners may assist the community by allowing:

- the hotel owner to pay for entertainment (perhaps local);
- the restaurant owner to upgrade his facility;
- the gas station owner to stock more parts; and
- the gift shop owner to buy more locally produced crafts to sell.

All of these improvements will ultimately benefit everyone in the community by providing a wider and improved range of goods and services. In addition to this the training and skill development opportunities created by tourism will benefit community residents.

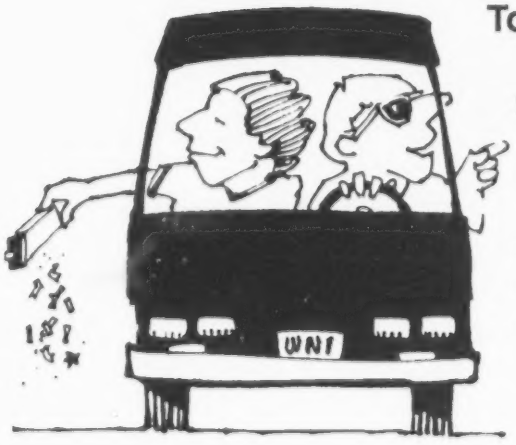
Remember though, that careful attention must be paid to the five key areas, **attractions, services, infrastructure, hospitality and promotion** to ensure that tourism development results in economic benefits to the community.

Social Benefits

Increased tourism can help a community improve its attractions, services and overall appearance. These facilities are used regularly by Yukoners, who will benefit from the improvements.

Along with the dollars visitors bring to a community, they also bring new ideas, skills and information.

Tourism can also help strengthen civic pride. The scenery, heritage and culture of our communities is often of special interest to tourists.



Tourism - Who Doesn't Benefit?

Not everyone loves a tourist. You may not want to compete with visitors for social services and recreation opportunities.

In some Yukon communities, people may be too busy with their own businesses during the busy summer tourist season to contemplate any more activity.

Your community may have other priorities right now. Remember, developing

a successful tourism industry will take time, energy, commitment and money. If you're not ready yet - wait a while.

That's OK. This guide is not intended to push you into tourism development. It may help you decide what you want to do.

Tourism - Is it for Us?

Some Yukon communities have attractions and services that appeal to visitors, are situated to serve tourists and have residents who want to work to increase tourist traffic.

A community with all these ingredients will likely have some tourism facilities in place, and may be able to increase tourism by planning future tourism development.

If your community lacks natural attractions, has few services or is not well situated to serve visitors it may be more difficult, but still possible, for you to improve tourism in your area.

Regardless of your situation, if you are to be successful in planning and developing tourism in your community, it is absolutely essential that you have the desire and the active support and participation of the people in your community.

GETTING STARTED

This chapter will focus on two very important issues. First, does your community want to encourage tourism? Second, if the answer is yes, how to get started.

Tourism has been described as a partnership between the private sector and all levels of government. This partnership extends to the community level and local ideas and concerns should be reflected in the development of tourism in your area.

The importance of active local participation in the development of a Community Tourism Plan cannot be over emphasized. If local people participate in developing the plan, the chance of putting the plan into action will be greatly increased.

The First Step

The first step is to identify who, in your community can begin the tourism planning process.

It should be a group that can represent the community as a whole, taking into consideration the cultural background and business interests of local residents.

If your Town has both native and non-native residents and councils, you should decide whether you want to combine your efforts. It may be more efficient and effective in developing and implementing a tourism plan if you work together.

How you will proceed depends to some extent on how your community is organized, and what groups already exist.

- Are you incorporated or un-incorporated?
- Is there a Municipal Council?
- Is there a Band Council?
- What about other associations, such as a local Community Club or a Chamber of Commerce?

At this point you just need someone or some group to "get the ball rolling." They must decide whether the community wants to, or is ready to pursue tourism planning. Once that decision is made (and if the answer is yes) a **Tourism Action Committee (TAC)** can be formed to prepare the plan.

Does Your Community Want Tourism?

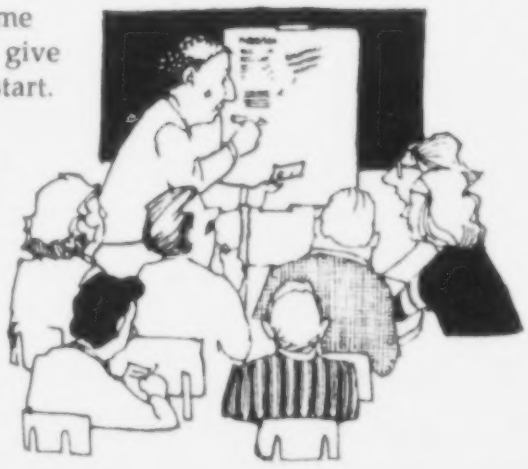
You need not make a final decision at this stage, but you should have an idea of where your community stands. If you have serious concerns, or feel that tourism is not a priority at this time, then perhaps tourism planning should be delayed.

If you are unsure, consider carrying out some basic research on your tourism markets, assets and concerns (see the next chapter), then reassess your situation before moving ahead with more detailed planning.

Remember, **successful tourism development will require considerable time and effort from your community.** Therefore you must be prepared to allocate that time, effort and probably money, in order to be successful.

A Tourism Policy

It is important that you have some sort of positive tourism "policy" to give you some direction and a place to start.



If your community is incorporated, check to see whether or not Municipal Council has a positive Tourism Policy. If there is a local Band Council you should also check its position.

If you have an up-to-date policy, then you can use that as a starting point. If you don't, or if the one you have is out-of-date, you should prepare a new one.

A positive Tourism Policy should be a concise statement of encouragement and support for tourism in your community. To help you get started here is a sample.

"Tourism Policy Statement"

"Tourism will be encouraged within (your community) and its surrounding area in ways that will attract more tourists, increase the length of their stay, increase the amounts of money they spend here, and ensure that any adverse social, economic, and/or environmental effects that may result are minimized."

If you wish, you can pursue formal recognition of this policy from your Town and/or Band Councils. Their support is important.

The Tourism Action Committee (TAC)

Once you have decided to proceed, it is important to establish a group of local people who will direct, oversee, and possibly carry out the planning process.

The TAC could be a sub-group of the Town and/or Band Council, or of the group that initiated the process. Or, it could be a group of interested community volunteers, reporting to the town's representative Council(s) or club.

There are a number of factors to consider when selecting committee members.

They include:

- knowledge of the community;
- commitment to tourism;
- the ability to work in a group;
- the ability to spend the time and effort that will be required; and
- reliability.

Members need not be knowledgeable about tourism. They will learn a great deal through the planning process. However, if at all possible, your committee should include at least one member involved in the tourism industry - say a hotel operator or a wilderness guide.

Who Prepares the Plan?

Who prepares your plan depends on the time, effort and commitment the individuals in the TAC are willing to dedicate to the project.

The TAC can prepare the plan on its own or it can hire a consultant to prepare the plan.

There is, however, a third option and one that you may wish to consider. The TAC can develop the plan using a "facilitator." The "facilitator" would be a person employed by the committee. The TAC would do the planning and research and the "facilitator" would help organize the planning activities and write the plan. The individual retained for this purpose must have the organizational skills and "know-how" to get the job done. If you can identify someone who has these skills, - particularly in your own community - this may be an approach worth considering.

Regardless of the approach selected, preparing and implementing the plan will require a strong commitment by the TAC and the community.

Reading through this guide will give you an idea of the time, effort and expense required to prepare the plan. Regardless of the approach selected, a Community Tourism Plan will benefit any community by outlining a direction of tourism development that is consistent with the communities desires.

If you choose to carry out the plan yourselves, (with or without a "facilitator") then this guide will show you how. If you choose to hire a consultant, then use the guide to direct and assess your consultants work.

Preparing the Plan Yourselves

The Tourism Action Committee, can prepare the Plan, and be responsible for guiding its implementation. Having "Tourism Expertise" will help but government and industry agencies can provide much of the information and expertise that you will need.

Through your own research you will learn nearly all you need to know about your community's tourism situation and its potential.

This guide will help you get the information you need and show you how to use it. It will show you how to tackle each of the planning tasks and provide advice on how to organize your plan.

Having a Consulting Firm Prepare the Plan

If the TAC feels they are unable to prepare the Plan, and if funds are available, a consultant (either an individual or a company) can be retained to prepare the Plan.

The TAC will be responsible for hiring, directing and supervising the work. The continued involvement and support of the Committee throughout the development of the plan is just as important using this approach as any other. The plan must be based on realistic expectations and must have the support of the community. When the consultant leaves it will largely be up to the committee to implement the plan.

The "Facilitator" Approach

The third option discussed earlier is an "in between" approach. The TAC can do the actual planning, and an individual can work as a "facilitator" to arrange meetings, record information and write the draft and final plans.

A "facilitator" should have good writing, communication, organization and project management skills.

Funding for a "facilitator" will still be required, but this option will be less expensive than having a consultant prepare the complete Plan.

How Long Will it Take to Prepare the Plan?

Your planning time will depend on a number of things such as whether or not you hire a consultant, the enthusiasm and commitment of your TAC , and the interest shown by residents of your community.

If the TAC is going to prepare the Plan following the steps outlined in this guide, (with or without a "facilitator") you can anticipate about 4 or 5, two-hour meetings, plus the time it will take to gather information from local businesses and residents to reach the Draft Plan Stage. This could take 3 to 4 months.

You should then allow about 2 months and 2 or 3 more Committee meetings for review by local Council(s) and government, public input and for the preparation of the final Plan.

It should then take another month or so for the adoption/ approval of the final Community Tourism Plan.

With the TAC preparing the plan, with or without a "facilitator," it should take 6-8 months. With the help of a consultant you can expect to have your plan together in about 4 to 5 months. Some plans will take less time others will take longer.

Even if you use the services of a consultant or "facilitator," the Committee will have to commit the time and effort to participate in, and review the progress of the plan as you go along. Therefore, it is important to make sure your scheduling takes this into account.

Regardless of which approach you use, you must keep in mind that most tourism businesses are extremely busy from mid-June to mid-September, and some of the key people in the community may not be able to participate as actively as they would like during this time. Also, many residents take summer holidays, and/or are very busy enjoying the Yukon's short summer. So it may be better to carry out your plan between October and May.

Paying for the Plan

If a volunteer TAC is going to prepare the Plan, then funding is probably unnecessary. The Town/Band Council may be willing to provide stationary supplies and perhaps some typing and clerical assistance. If a club is preparing the Plan, they may be able to identify supplies in their yearly budget requests.

If a consultant or "facilitator" is needed, then funds will be required. A Town/Band Council could include the Plan in its annual budget. You may also be able to seek funding assistance from Government.

Anticipate spending between $10,000-$15,000 to have a consultant prepare a plan. A "facilitator" may cost between $5,000-$6,000.

Communities should contact their municipal advisor for updates on possible funding sources.

PREPARING THE PLAN

This chapter describes what should be included in your plan, and then goes step-by-step, through the process of preparing it. It is written as if the TAC were collecting and analyzing the information. If a consultant is used, you can use the information to prepare your Terms of Reference and assess the consultant's work.

The Tourism Plan - What is it?

Before initiating a Tourism Plan, it is useful to have an idea of what your final product will look like. The following definition and outline should help you visualize your plan. Also a simplified sample plan is included in Appendix 1.

Plan Definition

A Community Tourism Plan is a written document produced on behalf of a community, to help guide and direct tourism for a 5 year period. The plan provides a framework for businesses, local government, and other organizations to assess their tourism assets and concerns. The plan should encourage tourism development and promotion within and around the community, and be monitored and reviewed on a regular basis to allow for changes.

Plan Outline

A Community Tourism Plan should include:

1. A short **introduction** that discusses:
    - what the plan is;
    - who developed the plan and under
    - what authority;
    - what the plan hopes to accomplish;
    - when the plan was prepared, how it will be monitored, and when it will be reviewed;
    - how the plan was developed; including
    - how public input was obtained;
    - how the plan should be used and by whom; and
    - why the plan is important to the community.

2. **Definitions** for terms used in the plan. (You may wish to present terms and definitions in one place, for easy reference);
3. The community's **"Tourism Policy;"**
4. Community **Tourism Market Profiles;**
5. Lists of the community's Tourism **Assets;**
6. Lists of the community's Tourism **Concerns;**
7. Lists of the the community's Tourism **Goals and Objectives;**
8. **Action Steps** to accomplish the top ten objectives; and
9. A process for **Monitoring and Evaluating** results.

Plan Format

A sample plan is presented in Appendix 1. Your plan should be simple, easy to read and understand. It should use as many charts and tables as possible and include brief text where needed. It is a good idea to use a loose-leaf style binder, so that additions and amendments can be made easily.

Plan Content

In order to be complete, a Community Tourism Plan must deal with the five key components of tourism discussed earlier in this guide. Once again, these components are:

- Tourism Attractions;
- Tourism Promotion;
- Tourism Infrastructure;
- Tourism Hospitality; and
- Tourism Services.

The plan will describe and assess detailed information on each of these factors. It should bring life to ideas that may have appeared before, and should stimulate new thoughts and ideas about tourism.

Tourism Markets

Successful tourism development and promotion depends on understanding your tourism markets. Before you can develop or promote tourism in your area you should have reliable information on tourism as it exists in your community.

You need to find out:

- Who your visitors are;
- Why they travel;
- What interests them;
- When they travel;
- How they travel; and
- Where they come from.

The answers to these questions will help you define your tourism markets.

In addition to your existing tourism markets, you should also consider potential markets, - travellers who do not visit your community now, but who could be encouraged to do so.

Your research and investigation should consider the following:

Who are they?

- How old are they?
- What sex?
- What education level?
- What is their income level?
- What do they think about your community, the Yukon and their trip?

Why do people travel to your community?

- Is it for pleasure or business?
- To visit friends or relatives?
- For personal business such as shopping or medical services?
- To vacation in or near your town?
- Passing through to other locations?

What interests them? Are they encouraged to stay?

- Is it to participate in an event, visit an attraction or learn something?
- Does your town have the services visitors are looking for?
- How long do they stay and where?
- How much do they spend?

When do people visit your community?

- Spring, summer, winter or fall?
- Weekdays, weekends, holidays?
- During hunting or fishing season?
- At "Special" times?

How do people travel to your town?

- By private vehicle - car, RV, van, camper?
- By bus, plane or boat/canoe?
- By bicycle, or on foot?
- Are they renting or is it their own vehicle?

Where do your visitors come from?

- From the Yukon?
- From Canada?
- From the U.S.?
- From overseas?

If possible, attach numbers to any of your answers.

Begin with a discussion of these questions in terms of your own community, but remember, it is important to keep regional, territorial and even North American trends in mind as you do your research.

Many of your tourism markets will be similar to those in other communities in your region and some projects may entail cooperating with other communities. Keep in mind that other communities who have undertaken similar projects may be able to help you.

Where Can You Find Information on Your Markets?

The Department of Tourism is a good place to start. It can provide you with information on the Yukon's visitors, based on the 1987 Yukon Visitor Exit Survey. This survey provides sound, statistical information on a Yukon-wide basis. It includes information on numbers of visitors, where they came from, their length of stay, pathways they traveled, trip expenditures, and visitor opinions and expectations. Some detailed regional analyses have also been undertaken.

This market information should be reviewed by the Tourism Action Committee members prior to your first planning session. At this meeting, spend about 1/2 to 1 hour discussing general tourism markets and addressing the questions presented above.

Then move ahead with organizing this information into Tourism Market Profiles.

Tourism Market Profiles

"Tourism market profiles" are a way to organize and present your tourism market information. Your profiles will describe existing and potential types of tourists that visit your community.

By asking the question **"why do visitors come to your community,"** you can identify and group visitors into five broad categories.

BUSINESS

- people traveling to your community on business. This category could include traveling salespeople; those attending meetings, trade shows or conventions; work crews; visiting government officials; etc.

PERSONAL BUSINESS

- people traveling to your community for retail, social and professional services. These visitors usually live in the surrounding area. Factors affecting this market segment include the size of your community and the number and quality of special services that your community offers. Examples of people in this category include shoppers, and those seeking medical, and social services.

VACATION

- visitors traveling to your community or the surrounding area to partake in recreation or leisure activities. This category includes campers; hunters; sports teams and spectators; fishermen; skiers; snowmobilers; bus tours; people attending events and attractions; etc.

VISITING FRIENDS AND RELATIVES

- this category represents a small segment of Yukon's visitors but may be important to some communities.

PASSING THROUGH

- people traveling through your community on their way to another location. This could include tourists from all of the other four categories who have not chosen your community or the surrounding area as their destination on this particular trip. These tourists usually stop only for meals, and possibly gas. They may overnight, but usually don't.

The importance of each category will vary in each community. You may find the majority of your visitors falling under one category, "passing through" for example. If this is the case, you can refine your categories based on the "what, when, where, and how" components of your markets. You should refine your categories carefully - based on how you can best use the market information for planning.

You may end up stating it like this: 80% of your visitors are "passing-through." Half travel by bus, and half by private vehicle. Most are American, with about 20% Canadian and 10% European. Which is more important for planning for your community, how they travel or where they're from? Take a best guess at this stage. You may want to come back later to refine your market profiles further.

Two to four major markets for any community may be enough. You may also want to identify one or two specialized markets if you feel that there is the potential to attract and satisfy them. For example: rockhounders, annual conventions or team sporting events.

A Sample "Tourism Market Profile" has been included in the Appendix.

Ranking Your Tourism Markets

As you go through the process of developing the Community Tourism Plan the TAC will be asked to list and rank its markets, assets, concerns and objectives according to their importance.

Ranking your tourism markets will help you to identify and define your most important target markets, and will help the Committee decide where to concentrate its efforts.

The criteria for determining the importance of each of your tourism markets include:

- How many of each tourist type come to your community;
- How much time does each tourist type spend in your community; and
- How much money does each tourist type spend in your community.

You should consider potential as well as existing markets.

You do not need exact figures to apply these criteria. Simply determine whether campers are more or less important than bus travellers to your market and so on, based on the above criteria.

Once the Tourism Market Profile chart is complete and your markets have been ranked, you will be ready to seek input from residents, businesses and organizations.

Input from Residents, Businesses and Organizations

At this point the Committee will have reviewed this Guide and will have a good idea of what a Community Tourism Plan should look like. You will also have prepared your preliminary Tourism Market Profiles.

A very important source of tourism information in your community is the people who live and work there. Government and private agencies and organizations that deal with tourism can also be of help and this is the appropriate time to bring them into the planning process. By now you will have something to show them, and can ask for comments and input before you go on to the next stage of your Plan.

Your Committee should contact such groups and businesses as:

- Hotel, motel and campground operators;
- Restaurant operators;
- Service station operators;
- Visitor Reception centre personnel (via Tourism Yukon if it is closed);
- Attraction operators (museums, gold panning, etc.);

- Hunting, Fishing and Wilderness Guides;
- Tour operators;
- Yukon Departments of Tourism, Community and Transportation Services and Renewable Resources;
- Federal Agencies such as DIAND and Canada Parks Service;
- Municipal government and Indian Band representatives;
- Service Clubs and Associations; and
- Organizers of local events.

If a Regional Tourism Plan has been completed recently for your region, much of the information you are after may already be available in that Plan, or through Tourism Yukon.

When businesses and organizations are contacted and asked for input, representatives from the TAC should explain the Community Tourism Plan process and provide them with copies of your Tourism Market Profiles.

It should be made clear that their assistance is appreciated and that there will be further opportunities for input when a draft Plan is ready.

You should ask about tourism activities that are currently under way and about plans for the future. You may also want to ask for ideas on your community's tourism assets and concerns. The ideas and concerns raised should be discussed at a Committee meeting and incorporated into your market profiles. Next, you will list your community's Tourism Assets.

Tourism Assets

This part of the process requires a brainstorming session by the Tourism Action Committee. The session is aimed at developing lists that will include the Tourism Assets in and around your community. The lists will correspond to the five key components of tourism:

- Tourism Attractions;
- Tourism Promotion;
- Tourism Infrastructure;
- Tourism Hospitality; and
- Tourism Services.

Blank worksheets to help you list your Tourism Assets have been included in the Appendix. For guidance, to refer to the sample tourism Asset and Concern forms in, Appendix 2.

What are Tourism Assets?

Tourism Assets include features in and around your community **that attract and serve tourists**.

Your community may have many assets such as a new fire hall, a recently expanded library and an RCMP detachment but these assets should not be listed unless they relate directly to tourism, are somehow unique, or are utilized to attract or serve tourists.

Listing Tourism Assets

At your meeting an asset chart for each of the five key tourism components should be displayed for all to see. Asset's may be listed under more than one category. Do not limit yourselves to completing one component list at a time. Put up all five lists, and when assets are suggested, decide among Committee members, the list on which it should be recorded. If you have trouble deciding which list an asset should appear on you may want to go back and review the definitions of the five components we have provided. Choose the most appropriate component for that particular asset. The most important thing is to get all your assets listed.

Keep in mind that tourism assets do not necessarily have to be within your community. For example, tourists traveling through your area may be on their way to or from an attraction such as a national park, that is some distance away. The park in this instance would be recorded on the Tourism Assets - Attractions list.

The Committee should also consider potential tourism assets; features that could be developed and/or improved to cater to existing or potential markets. As an example, a major anniversary or event, could be a significant potential attraction. These features might later be translated into "objectives" or project ideas, but it is useful to list them here.

Don't forget to include assets identified through your consultation with residents, businesses and government representatives.

Since this is a brainstorming exercise, list everything that comes to mind. How important each asset is will be determined once Committee members rank each asset.

Ranking Tourism Assets

Once you have established a list of assets for the five key components of tourism, each item on the list should be ranked.

Your tourism assets should be ranked to highlight your community's strong points. Understanding your assets and their importance will help you to establish your tourism objectives. When considering the importance of Tourism Assets, the main criteria include:

- How attractive the asset is to tourists;
- How unique the asset is to your community;
- How effective the asset is at bringing tourists to your community to spend time and money; and
- How efficiently the asset meets tourists' needs once they are in your community.

When ranking your assets, review each item on the asset sheet and establish its ranking relative to other items on that sheet. Repeat the process for each of the five components.

Tourism Concerns

Your Committee is now ready to compile lists of the community's tourism concerns. Again, one list is needed for each of the five tourism components. Before starting your lists, consider what is meant by tourism concerns and how they relate to your markets and your assets. Tourism Concerns can include the following:

Negative Assets

Check your list of assets as well as your market profiles. Do your assets or your markets have negative features? Could they be improved upon?

Outright Liabilities

Your community may be very remote or in an unappealing natural setting. Committee members should try to list all concerns, even those that seem insurmountable. Maybe a

partial solution to a problem can be found. Even if you don't find a solution, you will have discussed the matter and put it into realistic perspective for the community.

Undeveloped Ideas

These may include great ideas that have not been acted upon, such as the promotion of your community's colourful history as a tourism generator. Again, your lists of assets and market profiles will likely conjure up some great ideas about what could be done to increase tourism traffic in your community. This is where "potential assets" might be reflected as a "tourism concern."

When stated negatively, a great idea can become a concern. For example:

Committee Member: "What this town needs is a way to tell visitors about our colourful history."

Chairperson: "That's a great idea. How can you rephrase it so it becomes a concern?"

Committee Member: "We have no way of telling people about the colourful history of our town."

Chairperson: "Good. We should record that concern under the list of Tourism Concerns, Promotion, even though our colourful history has been listed as a tourism asset under attractions."

The committee should make every effort to be as honest and as specific as possible when listing tourism concerns. A statement such as, "Visitors just pass right through our town, nobody ever stops here," is much too general to be listed as a Tourism Concern.

Although the statement may be true, it may have aspects relating to each of the five key components of tourism. For example, visitors may not be stopping in town because:

- There are few clean public washrooms (Tourism Services);
- There is no well defined public parking (Tourism Infrastructure);
- We don't tell people about our attractive lakefront (Tourism Promotion);
- We don't have an interesting attraction visible from the highway (Tourist Attraction);
- Some merchants have not recognized the importance of hospitality (Tourism Hospitality).

Any one of the above could be listed as a concern.

If you have difficulty categorizing concerns under the five key components of tourism, it may be because the concern has not been stated specifically enough. Once again, review the definitions of the five key components of tourism listed in the Introduction. This will assist you in categorizing your Tourism Concerns.

Keep in mind that the more specific you are in stating your concerns, the easier it will be to find a solutions.

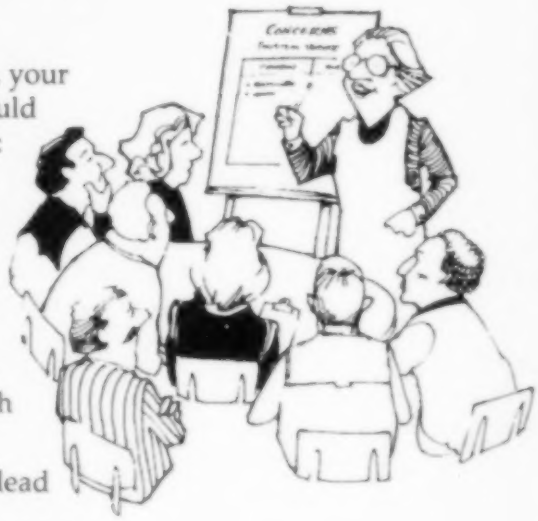
Listing Tourism Concerns

To list Tourism Concerns, use the same procedures you followed when listing Tourism Assets. As you proceed, refer to your market profiles and tourism assets charts.

Ranking Tourism Concerns

Once your five lists are complete, your concerns should be ranked. You should rank your tourism concerns because:

- Your greatest concerns will receive the attention they deserve when you begin to list and rank your objectives;
- When public input is sought, the Committee can tell whether its main concerns are in line with what others feel;
- Easily addressed concerns that lead to highly visible, inexpensive, positive results may bolster community support for tourism.



In ranking your Tourism Concerns, the main considerations should be:

- Concerns that have a major negative impact on your Tourism Target Markets should rank higher than those that affect less important markets; and
- The amount of time, effort, and money that will be needed to address the concern.

Solve the simple problems first. Obvious concerns that can be addressed easily should rank higher than concerns requiring large amounts of time and money to solve.

When this stage of the process is complete, the Committee should have lists of valuable information, and a reasonably good understanding of the community's Tourism Markets, Assets and Concerns and how they relate to each other.

Tourism Goals

What are they?

Tourism Goals are clear, statements that outline what the Committee would like to see happen to tourism in the community. All your goals must be compatible with the community's Tourism Policy and should provide direction for developing more specific objectives.

How to Develop Goals

A simple way to state Tourism Goals is to insert the words "to improve" in front of each of the five key components of tourism. Thus, the Committee's goals could be:

- to improve tourism attractions;
- to improve tourism promotion;
- to improve tourism infrastructure;
- to improve tourism hospitality; and
- to improve tourism services.

Your community may have other goals for tourism, or you may wish to state your goals differently. You do not need a large number of goals. Other goals could include such things as increasing the local economic and employment benefits from tourism, increasing visitor expenditures; increasing visitor length of stay and creating and promoting a community identity.

Regardless of how they are phrased, the Committee should ensure that your tourism concerns will be addressed, and that the five key components of tourism are considered.

Tourism Objectives

What are they?

Your objectives must be more specific than goals. They are the activities your Committee will be undertaking to reach your tourism goals. Each goal will likely involve several objectives.

Generally Speaking objectives should be:

- **S**pecific;
- **M**easurable;
- **A**ttainable;
- **R**ealistic; and
- **T**ime related.

Here are some hints that may help your Committee better understand what objectives should look like:

- An objective does not have to be stated as a complete sentence, so don't use unnecessary words;
- Each objective should be clear and concise. Would someone outside of the Committee or community understand it?;
- Each objective should help accomplish the goal to which it relates;
- Each objective should be measurable. In a year, will you be able to determine whether the objective has been fully accomplished, partly accomplished, or not accomplished at all?;
- Each objective should be realistic. Does the objective relate to an existing or potential market? Do you have, or can you acquire the resources needed to meet the objective?;
- Whenever an objective requires action by others outside the Committee, the words "to encourage" should appear before the remainder of the objective. For example: to encourage our business merchants to have their staff take a hospitality course by next April.

GETTING STARTED

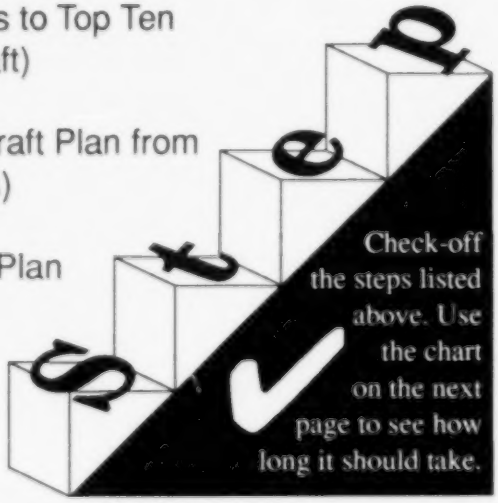
- ❒ 1) Initiate the Planning Process
- ❒ 2) Establish Support from Appropriate Community Representative Groups(s)
- ❒ 3) Prepare (or update) a Tourism Policy
- ❒ 4) Form Tourism Action Committee
- ❒ 5) Committee Members Review Community Tourism Planning Guide
- ❒ 6) Decide How to Prepare the Plan (Committee, Facilitator, Consultant)
- ❒ 7) Acquire Funding, if Needed

Community Planning Progress Chart

PREPARING THE PLAN

- ❒ 8) Obtain and Review Market Information from Department of Tourism
- ❒ 9) Discuss Market Information and List and Rank Tourism Market Profiles
- ❒ 10) Seek Input from Residents, Business and Organizations
- ❒ 11) List and Rank Tourism Assets

- ❒ 12) List and Rank Tourism Concerns
- ❒ 13) State Tourism Goals
- ❒ 14) Develop and Rank Tourism Objectives
- ❒ 15) Prepare Action Steps for Top Ten Objectives
- ❒ 16) Prepare Monitoring and Evaluation Steps
- ❒ 17) Prepare Draft Tourism Plan (First Draft)
- ❒ 18) Seek Input from Community Representative Group(s) (Councils, Community Club, etc.) and Department of Tourism
- ❒ 19) Revise Draft Plan as Required (Second Draft)
- ❒ 20) Review Second Draft
- ❒ 21) Seek Input from Public, Businesses and Organizations
- ❒ 22) Revise Draft Plan as Required
- ❒ 23) Assign Responsibility and Deadlines to Top Ten Action Steps (Third Draft - Final Draft)
- ❒ 24) Seek Endorsement for your Final Draft Plan from Community Representative Group(s)
- ❒ 25) Revise if Required - Prepare Final Plan
- ❒ 26) Provide Copy of Plan to Tourism



Community Planning Time Schedule

Step	Committee Meeting	Estimated Time
GETTING STARTED 1) Initiate the Planning Process 2) Establish Support from Appropriate Community Representative Groups(s) 3) Prepare (or update) a Tourism Policy 4) Form Tourism Action Committee 5) Committee Members Review Community Tourism Planning Guide		1 Month
6) Decide How to Prepare the Plan (Committee, Facilitator, Consultant)	1	
7) Acquire Funding, if Needed		
PREPARING THE PLAN 8) Obtain and Review Market Information from Department of Tourism		2 - 3 Months
9) Discuss Market Information and List and Rank Tourism Market Profiles	2	
10) Seek Input from Residents, Business and Organizations		
11) List and Rank Tourism Assets 12) List and Rank Tourism Concerns	3	
13) State Tourism Goals 14) Develop and Rank Tourism Objectives	4	
15) Prepare Action Steps for Top Ten Objectives 16) Prepare Monitoring and Evaluation Steps	5	
17) Prepare Draft Tourism Plan (First Draft)		2 Weeks
18) Seek Input from Community Representative Group(s) (Councils, Community Club, etc.) and Department of Tourism		3 - 4 Weeks
19) Revise Draft Plan as Required (Second Draft) 20) Review Second Draft 21) Seek Input from Public, Businesses and Organizations 22) Revise Draft Plan as Required	6	6 - 8 Weeks
23) Assign Responsibility and Deadlines to Top Ten Action Steps (Third Draft - Final Draft)	7	3 - 4 Weeks
24) Seek Endorsement for your Final Draft Plan from Community Representative Group(s)		
25) Revise if Required - Prepare Final Plan 26) Provide Copy of Plan to Tourism	8	

How to Develop Objectives

Examples of Tourism Objectives can be found in the Appendix. The Committee should set aside a few minutes to read over the sample objectives before you develop objectives of your own.

It is best to develop objectives by focusing on one goal at a time. Start by displaying your Tourism Market Profiles chart as well as the Assets and Concerns lists that correspond to the goal you are working on. (Sample Worksheets for recording objectives can be found in Appendix 2).

For example: If you are dealing with the Goal, "**To Improve Tourism Promotion**," you would display the Tourism Market Profiles chart, the Tourism-Assets Promotion list, the Tourism Concerns-Promotion list and the Goals and Objectives worksheet.

Each objective is formed by restating a concern as a positive statement that will help accomplish the Tourism Goal. It may be possible to have one well-worded objective that will deal with more than one concern. However, you must avoid wording so broad or general that the objective becomes impossible to fulfill or understand.

Remember, when determining objectives, you must examine the relationship between the needs and wants of your Tourism Target Markets (as portrayed on your Tourism Market Profile chart) and the tourism resources of your community.

For example, your community may be on a route for tour busses traveling to Alaska. What are the needs and wants of these travellers? They may include:

- A hotel/motel that provides quality services and competitive tour rates;
- A restaurant that is able to serve large groups quickly and hospitably; and
- An attraction that will entertain passengers for a short period of time.

You may wish to develop objectives that promote these businesses and their services in your town. You might do it by specifying tour services in publications or by mailing an information flyer to the appropriate tour companies.

Usually, you can promote a service or an attraction in a number of ways. So you will have to choose the option appropriate to your situation and your community's capabilities.

As you establish objectives, consider your Target Markets, Tourism Concerns and Assets. How can you satisfy the market needs you have identified?

The steps in the process of developing objectives are:

- Display all the charts completed to date;
- Write the goal the TAC will be dealing with at the top of the Goals and Objectives flip chart sheet;
- Take a few minutes to review your Tourism Market Profiles and the Tourism Assets and Concerns lists relating to that goal;
- Focus on the Tourism Concerns list and be certain all wording there is specific, easily understood, and that all your bases have been covered;
- Make any changes to your Tourism Concerns list that result from your review;
- Now, focus on the first concern on the list and ask: What can or should be done about it?;
- Write an objective that addresses this concern. It is often best to write down your first thoughts. Once the Committee has something on paper you can add, delete, or amend. Don't worry about neatness, this is a time for creative thinking;
- When everyone is satisfied with the wording of the objective, move on to the next concern and develop the next objective;
- When all Tourism Concerns relating to your first goal have been dealt with, repeat the process for the other four key component areas.

During the review do not be afraid to make changes to your objectives or even to your concerns. If you are not happy with what has been produced to this point - change it.

Make certain that all concerns have been properly stated and addressed with objectives before you move on to the next step.

Ranking Objectives

The process of ranking objectives will highlight your tourism priorities. When it's time to establish responsibilities it will be easy to see what should be done first.

Before your Committee ranks its objectives it should address the following questions:

- What present and potential markets does the objective cater to?
- How important are are these markets? (refer to your Tourism Market Profiles chart);
- How long will it take to accomplish the objective? You may want to consider using three very simple time frames such as, less than a year, one to three years and over 3 years; and
- What will it cost to achieve this objective? You do not have to be exact in assigning a cost; make an educated guess.

It is important to consider where the funding will come from. Sources of government funding are limited and the competition for available funds is intense. Therefore, objectives that can be funded either by the community itself or the private sector should rank highest.

Objectives are ranked together, regardless of what Tourism Goal they relate to. Although there is no limit to the number of objectives you can select, it is recommended that the Committee select and rank their top ten objectives first. This will provide direction for what the Committee initially wants to achieve, and will focus the preparation of "Action Steps", described in the next section.

Once again start by displaying your Goals and Objectives sheets and look at all of the objectives together. As you rank

your objectives use criteria that are in keeping with the "Tourism Policy" such as how well they:

- attract more visitors to the community;
- encourage visitors to spend more time in the community;
- encourage visitors to spend more money in the community; and
- minimize adverse social, economic, and/or environmental effects on the community.

Other ranking criteria might include;

- produce highly visible results when accomplished;
- appeal to the community at large;
- support the community at large;
- realistically reflect what the community is capable of achieving.

It is a good idea for the Committee to priorize 2 or 3 objectives that are easy to accomplish, highly visible and inexpensive. When these objectives are met the Committee will gain credibility and establish itself as a group that gets things done.

This will help gain assistance from the community when undertaking longer term, more complex objectives.

When your Committee has stated its objectives clearly and ranked the top 10, you are well on the way to completing the first draft of your Community Tourism Plan.

Tourism Action Steps

What are they?

Tourism Action Steps are statements that detail the actions needed to achieve each objective. Usually a number of action steps will be required for each objective.

Tourism Action Steps must clearly identify what should be done to accomplish each objective. Action Steps must, therefore, be specific and should not confuse anyone about what to do and how to do it.

Appendix 1, the Sample Tourism Plan, contains an example of Tourism Action Steps. Appendix 2 contains a worksheet format you can use in developing your own.

How to Develop Action Steps

Action Steps should be prepared for your top 10 objectives. On the worksheets referred to above write in the goal, the objective, its rank and the concern(s) addressed. If possible, estimate a cost and time frame. This can be added later if you don't have the information yet.

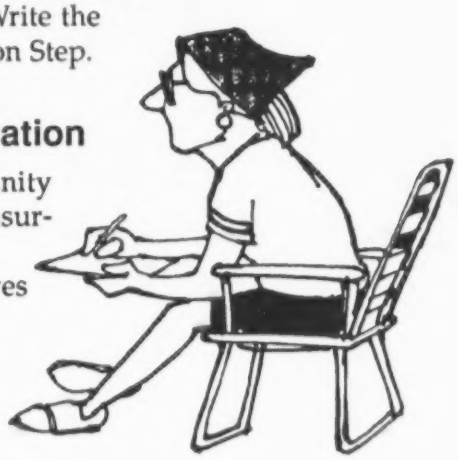
A statement about the background (or the reason) for the objective should be developed and written (in the appropriate space) as each objective is dealt with. This allows the Committee to describe why the objective was proposed and will help anyone reviewing the plan to better understand the Committee's thinking.

As you proceed, keep in mind that Committee members, depending on how the plan is implemented, may be responsible for various Action Steps. You will be assigning this responsibility once the draft has been reviewed by government and local councils.

If you experience difficulty developing Action Steps for a certain objective, there are several things to consider:

- Your objective may be unrealistic. You may wish to change your objective or even delete it if you cannot determine how it can be accomplished; or
- You may need some advice. If you want to keep an objective but need some ideas on how to accomplish it, consider discussing it with a representative from Tourism Yukon.

When you are developing Action Steps, where possible, list the individual or agency that should be approached for assistance. Write the source directly into the Action Step.



Monitoring and Evaluation

Objectives in the Community Tourism Plan should be measurable. How will you decide whether or not your objectives have been met?

Measuring your success is important. It will help you decide whether your

project(s) are worth continuing or whether you should change your approach.

Procedures for monitoring the success or failure of your plan and its objectives should be outlined before implementation begins.

Some ideas for monitoring projects might include;

- talking to business owners before and after a project or projects, to see how their business has been affected;
- surveying visitors over several seasons to find out what they think of your community. Have their responses changed as more objectives are achieved?;
- keeping track of how many people visit a community event or attraction each year;
- finding out how residents view tourism development in their town, as it progresses.

In addition to specific monitoring of objectives, the plan itself should be reviewed regularly; usually on an annual basis.

The Committee could meet once each year to:

- discuss the Action Steps that have been, or are currently being, undertaken;
- describe the most significant results arising from the action steps;
- review which objectives have been achieved, and decide whether the remaining objectives are still valid;
- plan your activities for the next year.

Your findings and proposed activities should be compiled in a short (2-3 page) status report and presented to your Town/Band Council or sponsoring group or club.

You might even consider a "Tourism Night" for the community, with a guest speaker, slides, etc.

The Draft Tourism Action Plan

By now you will have everything you need to write the first draft of the Community Tourism Plan.

Remember, you can always refer to the sample Community Tourism Plan in Appendix 1 and review the outline and the content for your draft plan.

The Draft Tourism Plan should include:

- An Introduction that provides background on why and how the draft plan was prepared. It should also ask for input from reviewers and explain how the final plan will be prepared;
- Your Tourism Market Profiles;
- Goals and Objectives;
- Action Steps for the top 10 Objectives; and
- Ranked lists of your Tourism Assets, and Concerns.

What To Do With the Draft Plan?

Your first step will be to circulate it to your Community and/or Band Council (if applicable) and the Department of Tourism for review. (Tourism can circulate your plan to other relevant government agencies).

These agencies can offer advice on the feasibility of the projects, their cost and timing, and information on whether projects compliment or conflict with their goals and programs. This is particularly important if you will be seeking funding from government sources.

Public Input

Seeking public input, and ensuring that the plan reflects community desires is an essential step towards gaining the interest and support of your community.

Once you have received comments from your Community/Band Councils and YTG, and revised your first draft plan, you are ready to seek general community comment and input. There are several ways to go about this. Here are some methods your Committee may want to consider:

- Open house meetings and organized workshops;
- Presentation and discussion at an open council meeting;
- Presentations to local interest groups with follow-up discussion and a questionnaire;
- Media advertising and publicity;
- One-on-one, discussions with others in the community;
- Sending copies of the plan to groups and individuals (such as TIA Yukon, Chamber of Commerce, Regional Tourism Associations, etc.) and asking for comments.

It is important to make a special effort to seek input from those most likely to be affected by the plan, and from those who provided information during the preparation of the draft. For example:

- Hotel/Motel and Campground Operators;
- Restaurant Operators;
- Service Station Operators;
- Retail Merchants;
- Hunting and Fishing Guides;
- Local or Regional Tourist Zone Association;
- Local Media;
- Local Historic or Museum Group;
- Service Clubs and Associations;
- Local Tourist Attraction Operators;
- Local Tourist Event Organizers.

You must be prepared to sell your ideas and to sell tourism in general. The more enthusiasm you create for the plan and for tourism, the more support you will likely receive from the community.

If you hear suggestions that contribute to your tourism goals, be prepared to listen and make changes. If you find others eager to assist with development, encourage their support.

Be prepared for some criticism - it's only natural, but it can lead to positive improvement.

Preparing a Final Plan

Once public input has been obtained and the appropriate changes made in the draft plan it's time to finalize the plan and begin the tasks of assigning responsibility and establishing deadlines.

The Tourism Action Committee should play a lead role in carrying out the Community Tourism Plan. Individual Committee members will probably be responsible for managing and reporting on the progress made on each action step, however,

to be successful you will need the support and help of others in the community. The management role played by the committee members should be made clear.

For example, it is not sufficient to say the local Community Club will be responsible for a given action. Instead, a committee member should be given responsibility for overseeing the club's participation and, if possible, the Community Club should also name an individual responsible.

A time frame **must** be assigned for each Action Step. Be realistic when deciding the time it will take a committee member and community persons to accomplish the step. Refer to the sample in Appendix 1 for the appropriate format.

Obtaining Endorsement for Your Plan

How you go about obtaining endorsement for your final Community Tourism Plan will depend on how your community is organized.

If your community has Municipal or Band Councils, the plan should be submitted to them. They may choose to adopt the plan formally through a resolution. In other communities, your plan may simply need the support of the group or club that developed it and the community at large.

In either case, the final plan should be submitted to Tourism Yukon, and your local municipal advisor for information. Copies should also be supplied to agencies or groups that indicated a particular interest during preparation of the plan.

Implementing Your Tourism Plan

To ensure successful tourism development in your community, your plan must be put into action.

The plan's Action Steps will identify the roles and responsibilities of the committee members, other people, and groups in the community that will be working to achieve the plan's goals and objectives. It is crucial that a group or organization be identified to oversee the implementation and encourage continued support for the plan. The Tourism Action Committee would be the logical choice, but if that is not possible, the plan should clearly identify who will undertake plan implementation.

SUMMARY

If your tourism plan is comprehensive and well thought out and if it has the support of your community it will probably be a success

A good tourism plan will guide tourism development in your community, so that more visitors are attracted and encouraged to stay longer. Attractions and events can be improved and developed, and your community's image and civic pride will benefit. While doing this, it can help minimize the adverse social, economic and environmental effects tourism may have on your community.

The most important element for the continued success of your Community Tourism Plan is the on-going commitment and involvement of your community.

Tourism Yukon wishes you every success in this endeavour.

Community Tourism Planning Guide Appendix I Sample Community Tourism Plan

SAMPLE

Appendix I

Sample Community Tourism Plan

Note: This sample plan is included as simplified example only. It does not reflect government policy or portray any given community. The emphasis in this sample is on charts. It is recommended that you include explanatory text wherever appropriate.

Introduction

This Community Tourism Plan has been prepared by the Glacier City Tourism Committee (see attached list of members). The Committee was established by the Glacier (Town Council and/or Glacier/Annek Bay Band Council) in_____ 19___, for the purpose of preparing this Plan, and directing it's implementation.

This Plan is intended to guide and assist the development of the tourism industry in and around our community for the next five years.

Planning took place during (months), and was completed on (date). The (Town and/or Band Council) will review the Plan in the ( ) of each year for five years. After that time, a new plan may be prepared.

The Plan focuses on five key components of the tourism industry.

- **Tourism Attractions**
- **Tourism Infrastructure**
- **Tourism Hospitality**
- **Tourism Services, and**
- **Tourism Promotion**

It assesses our Tourism Markets, Assets, and Concerns in the context of these components, resulting in Goals, Objectives, and Action Steps to guide and direct tourism development.

The planning process involved public input, including:

- Two joint Band/Town Council Meetings;
- Interviews with community residents and business owners;
- One public meeting;
- One public openhouse/workshop.

SAMPLE

Plan Highlights

Our town caters primarily to pass-through bus and private vehicle travellers - about 50,000 per year. Less than 3000 overnight, and the vast majority of those stay only one night. There are few things for our visitors to do in or near Glacier.

Although most of our visitors are 'passing through', there are good opportunities to serve them better, and perhaps encourage them to stay longer.

We recommend actions which include:

- Stocking and improving access to one of the nearby pothole lakes for an evening fishing trip;
- Developing an interpretive hike along one of our local trails;
- Offering more native crafts for sale.

Our business community and their staff are interested in improving their hospitality skills, but find it difficult, given the constraints of a busy tourist season and seasonal staff. The Plan recommends looking for ways to improve the availability of such training for our business people and their staff.

Members of the Glacier/Annek Indian Band are interested in local tourism development. In addition to being involved in tourism and services businesses, the Band feels there is a real opportunity to inform and educate our visitors about their history and culture. This will be pursued.

All members of the Tourism Committee are well aware of the value that our residents - both native and non-native - place on our unspoiled environment and our rural lifestyle. These concerns were voiced at the public meeting - and are reflected in the Plan's Goals and Objectives. Ongoing community input will be pursued throughout the plan's implementation.

The tourism industry is important to Glacier because it brings dollars into the community, it creates jobs, it helps local businesses be successful, it brings interesting people to our community, and it will help residents be proud of our community.

The Committee will be responsible for initiating actions that have been stated in the Plan and will need the support and assistance of local individuals, businesses, and community groups. Further information on how to get involved can be obtained from the Town or Band offices.

Tourism Committee Members

A. Boutan	Co-chair Town Councillor, Hotel owner
H. Johns	Co-chair Band Councillor, guide/outfitter
B. Coxford	Museum Coordinator
H. Linnel	Tourist Booth
T. Joe	Store Manager
S. Peters	Band Corporation

SAMPLE

Appendix I

Tourism Policy for Glacier

"Tourism will be encouraged within our town and surrounding area in such ways as to attract more tourists, increase their lengths of stay, increase the amount of money they spend, and ensure that increased tourism does not create adverse social, economic or environmental problems."

SAMPLE

Appendix I

Sample
Tourism Market Profiles
Glacier, Yukon

Tourist Type (Rank)	How do they Travel?	Where are they From?	What Do They Do or Need Here?	What Else Do We Know About Them?
Passing Through A) Bus Tours (2)	Bus	- 70% US - 30% Canadian About 80% are on fixed itineraries. About 20% are independent and may have flexible schedules.	- 5% stay overnight in the hotel - About 1/2 stop for lunch; about 1/2 don't stop at all. -They need good, fast food. - If there was an attraction some might stay longer.	- About 20,000/season - Majority are over 60, mostly retired - About 1/2 have university education. - Mostly middle-income.
B) Private Vehicle (1)	- RV - 50% - Truck/Camper - 40% - Tent/Car - 10%	- 70% Canadian - 20% US - 10% European	- 10% overnight; most for 1 night - 3/4 in campground, 1/4 "wherever" - 60% stop for a meal, or to look around. - 30% don't stop - They need food, campsites, and something to do.	- About 30,000/season - About 1/2 over 50; - Middle to upper income. - Interested in outdoor activities
C) Visiting Friends & Relatives (VFR) (3)	Private Vehicle	-20% Yukon - 80% Canadian	-Most stay with Friend/Relative - Take side trips while here - ie: camping,fishing, visit Whitehorse - Need more things to do in town.	- Most stay 5 - 7 days - Wide age range 25 - 70 - Some say they will return
D) Attending an Event Attending Annual Cultural Festival	Private Vehicle	- 90% Yukon - 10% Alaska, NWT. BC	- About 80% camp - Remainder stay with Friends/Relatives - Attend and participate in Festival events - Patronize restaurants, stores and gas station.	- About 500 attend each year - All ages and income levels - About 3/4 Native People

SAMPLE

Appendix I

Assets
Tourism Attractions

Assets	Rank
• Close to attractive river and pothole lakes, with several trails.	1
• Annual Cultural Festival.	3
• Near Salmon spawning area	5
• Evening slide show at VRC	2
• Interesting Native history in and near the community.	4

Tourism Infrastructure

Assets	Rank
• Located on well traveled, primary roadway	1
• Regular medical, postal and banking services	2
• One well maintained ball diamond	3

Tourism Hospitality

Assets	Rank
• Some friendly merchants and service people. Several are very knowledgeable about the area.	1
• Regular Tourist booth hours and staff	2

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Appendix I

Assets
Tourism Services

Assets	Rank
• Newly renovated hotel with RV space and hookups	4
• Two restaurants - one in hotel	2
• Full service gas station/auto repairs	3
• Weekly movie	8
• Two general stores - one sells crafts	6
• YTG campground nearby	1
• Seasonal bakery	7
• One local wilderness guide - intermittent trips	5

Tourism Promotion

Assets	Rank
• Inclusion in Yukon Visitors Guide	1
• Town Brochure	3
• Seasonal Tourist Booth (Not a VRC)	2
• Wilderness guide has a brochure	4
• Attractive and unusual welcome sign	5

SAMPLE

Appendix I

Concerns
Tourism Attractions

Concerns	Rank
• No identified attraction or activity for short term visitors	1
• Pothole lakes have never been stocked regularly	2
• Trails need maintenance and signage	3
• Slide show is erratically attended and there is little local (community) content	5
• Little native history or culture is available to visitors	4
• **Note:** Native people want to make sure that their land and lifestyle are not negatively impacted by tourists.	
• **Note:** Some residents expressed a concern about advertising local lakes to visitors. Can those lakes take additional use? Will resident's enjoyment be impacted?	

Tourism Infrastructure

Concerns	Rank
• Access to pothole lakes needs upgrading	1
• Access to businesses off main highway needs improving	2

Tourism Hospitality

Concerns	Rank
• Tourism booth staff are not outgoing enough with visitors	1
• Many residents and some merchants do not appreciate the need to be friendly, courteous and helpful to visitors.	2
• Some residents are concerned about the impact increased tourism activity might have on our town.	4
• Merchants and their staff find it difficult to spend the time and money needed to attend hospitality courses.	3

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Concerns
Tourism Services

Concerns	Rank
• There is not enough serviced RV space in or near town	2
• No recreation equipment rental in town	4
• Both restaurants close by 9 p.m. in the summer season	3
• No short duration activities such as boat trips, hikes or trail rides	1

Tourism Promotion

Concerns	Rank
• Community Brochure is out of date and of poor production quality	2
• No room for visitors to take photos of welcome sign	4
• Attendance at Cultural festival is erratic - it may not be effectively promoted.	5
• Local services, facilities, and opportunities are not well advertised.	3
• Our town is not well promoted throughout the Yukon	1

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Appendix I

Tourism Goals and Objectives

(Note: - Top 10 Objectives are Ranked)

Goal: To Improve Tourism Attractions	
Objectives	**Rank**
• Identify additional potential attractions for short-term visitors	
• Find out if our pothole lakes can be stocked. Select one lake to develop and promote for tourists	1
• Assess upgrading, maintenance and interpretation (signage) needed on local trails. Coordinate with pothole lakes project	3
• Look into ways of presenting our native history and culture to visitors - i.e. signs, a brochure more crafts for sale	9
• Approach producers of slide show about increasing local content	
Goal: To Improve Tourism Infrastructure	
Objectives	**Rank**
• Select one stockable lake for upgraded access and pursue.*	2
• Contact Department of Transportation Services (YTG) about improving highway access to businesses	
Note: * Remaining stocked lakes would be primarily for local residents.	
Goal: To Improve Tourism Hospitality	
Objectives	**Rank**
• Ensure that all tourist booth staff attend available "Hospitality" course, offered through YTG Tourism.	4
• Establish a program to ensure that our residents and merchants appreciate the need to be friendly and courteous to visitors.	5
• Encourage merchants and their staff to attend hospitality courses and investigate ways to help them do so.	6
• Hold a public workshop/meeting to review our priority projects and their potential impacts on our town and residents' lifestyle.	

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Appendix I

Tourism Goals and Objectives

Goal: To Improve Tourism Services	
Objectives	**Rank**
• Encourage local wilderness guide to offer regular, short duration activities for our short-stay visitors • Research and identify other public or private sector services that could be developed. • Encourage the development of additional serviced RV space in or near our town • Enquire as to whether one or both restaurants could stay open until 11 p.m. to serve late-arrival visitors. • Investigate the feasibility of providing local equipment rentals.	7
Goal: To Improve Tourism Promotion	
Objectives	**Rank**
• Ensure that up-to-date information on our town is available throughout Yukon. • Update our community brochure and investigate costs of better quality production. Investigate the cost of including an up-to-date community business guide, with the brochure. • Approach Highways about putting in a pulloff at our community sign, to allow for photo taking. • Prepare a sound promotion plan for our cultural festival and follow it.	10 8

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Appendix I

Tourism Action Steps

For Objective Rank #1

Goal: Improve Tourism Attractions

Objective: To Identify a pothole lake for stocking and development for tourists

Concern(s) addressed: Lack of activity or attractions for short-term visitors.

Justification: Most of our visitors are passing through. Those that stay overnight have little to do. By developing an attraction/activity, we can better serve our visitors, and perhaps encourage more to stay longer.

Time Frame: 1 Year

Rank No.	1

Action Steps	By Whom	When	Results
1) contact YTG's Fisheries Branch to inquire about process, work required, costs and possible funding.		April 1991	
2) Establish a budget and seek funding.		May/June/91	
3) Seek advice and assistance from Fish and Game Assoc., Boy Scouts, schools etc.		May/July/91	
4) Carry out field work and assessments as required.		July/Sept/91	
5) Ensure coordination with access project (#2) and trails project (#3)		June onwards	
6) Identify a monitoring and evaluation process.		Nov/91	
7) Publicize project and seek community support		Oct/91 onward	
8) Undertake stocking		Apr/May/92	
9) Ensure visitors are aware of the attractions - advertise.		May/Sept 92	

Community Tourism Planning Guide Appendix II Sample Work Sheets

Appendix II

Tourism Market Profiles

Tourist Type (Rank)	How do they Travel?	Where are they From?	What Do They Do or Need Here?	What Else Do We Know About Them?

Assets or Concerns

Tourism _____

Assets/Concerns	Rank

Appendix II

Tourism Goals and Objectives

Goal:	
Objectives	**Rank**
Goal:	
Objectives	**Rank**
Goal:	
Objectives	**Rank**

Tourism Action Steps

For Objective Rank #_____

Goal: _____

Objective: _____

Concern(s) addressed: _____

Justification: _____

_____

_____

Time Frame: _____

Rank No.

Action Steps	By Whom	When	Results

Notes:

Acknowledgements

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Yukon
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